TABLE OF CONTENTS

PAGE

Message From The City Manager i

Introduction 1

Pride Achievements And Benefits 2

- Organization of the Partners in PRIDE 2
- Private Sector Activity 4
- Economic Benefits 6

The Nine Components 7

- Introduction 7
- Physical Improvements 7
- Special Events 14
- Communication Plan 15
- Parking 16
- Housing 17
- Retail 17
- Streamlining Procedures 18
- Enhancement of the Social Environment 19
- Enhancement of the Cultural Environment 19

Pride Challenges 21

Charts, Tables and Maps

PARTNERS IN PRIDE - FORGING NEW LINKS 3
Table 1 - Economic Benefits 6
SUMMARY OF MAJOR PRIDE CAPITAL PROJECTS 12
PRIDE: PHYSICAL IMPROVEMENTS - CIVIC DEPARTMENT PARTICIPATION 13
PRIDE Consultants, Contractors and Sub Contractors 22
MAP - PRIDE AREA 23

A MESSAGE FROM THE CITY MANAGER

In 1984, the Mayor's Task Force on the Heart of the City created a vision of our downtown for the 21st century. City Council supported that vision, and since that first initial step, individuals, corporations and civic employees have taken the challenge and are turning a vision into reality.

Once deteriorated sidewalks of downtown have been transformed into showpieces of landscape architecture. Vacant lots of yesterday are becoming magnificent shopping centres today. No improvement project is too small to count, for the small things added together make a tremendous difference.

I know civic staff are proud to be able to play a part in revitalizing the downtown. Public projects provided an opportunity to create something imaginative in design rather than simply functional.

The journey to realize the vision has just begun. The challenge is to keep the momentum going by strengthening and increasing the many private and public sector partnerships working towards the goal of a healthy, lively and attractive downtown.

City Council has shown tremendous leadership in pursuing the vision of an impressive downtown through tough economic times. With their continued support we can persist in building a downtown which will be the pride of Edmontonians.

It is with great pleasure that I present the first PRIDE annual report.

C.T.C. Armstrong
City Manager

INTRODUCTION

PRIDE, the PRogram to Improve Downtown Edmonton, is an umbrella program which aims to coordinate the efforts of all public and private sector interests in the rejuvenation and revitalization of downtown Edmonton.

PRIDE approaches downtown revitalization with three distinct, yet mutually supportive attributes. First, it has developed a **comprehensive** program of nine components, from physical improvements to special events and streamlining procedures to a communications component. Each component complements the other leading to a program which is stronger and sounder than any of its individual parts.

Second, PRIDE has the political **commitment** which provides much needed leadership, resources and support. Council approved the Partners in PRIDE report in February 1986 establishing the long term program for PRIDE and has approved various capital budgets for downtown improvements.

Finally, recognizing that the PRIDE program and objective is beyond the scope of responsibility of any one civic department or private sector group, PRIDE is a **cooperative** endeavour that seeks out public and private sector partners to share leadership and resources towards the common goal of downtown revitalization. The Downtown Development Corporation and the Downtown Business Association represents two recently created groups which provide different partnership opportunities.

This first annual PRIDE report will outline the activities of 1986, and preview those scheduled for 1987.

1. Organization of the Partners in PRIDE

During 1986, PRIDE has been transformed from a conceptual program with limited individual activities, to a program with form and function. City Council's approval of the Partners in PRIDE report in February 1986, established the long-term framework for a partnership of public and private sector interests along with the organizational structure needed to tie the program together.

Essentially a loose association of private and public sector interests with the common goal of downtown revitalization, PRIDE has taken a quantum leap forward in 1986 with i) the establishment of the PRIDE Coordinator's position to coordinate the civic administration's participation in the program; ii) the formation of the Downtown Business Association to promote downtown activities and facilities; and iii) the creation of the Edmonton Downtown Development Corporation to coordinate and facilitate the building of major public-private development projects.

Civic Administration - PRIDE Coordinator

The creation of the PRIDE Coordinator's position represents an elevation of PRIDE to the level of a corporate program within the civic administration, rising above the domain of any one department. The PRIDE Coordinator is essential, ensuring the coordination of participating civic departments. The Coordinator also serves as a critical communications contact for the civic administration, private sector participants and Council.

To date, the Coordinator has established contact with many PRIDE partners, attended board meetings of the Downtown Business Association, met with the Edmonton Downtown Development Corporation and other private sector participants, and has established PRIDE liaison contacts within key civic departments. In so doing, the Coordinator has made a major contribution to the effectiveness of PRIDE and has set the civic administration's program on an ambitious track for the future.

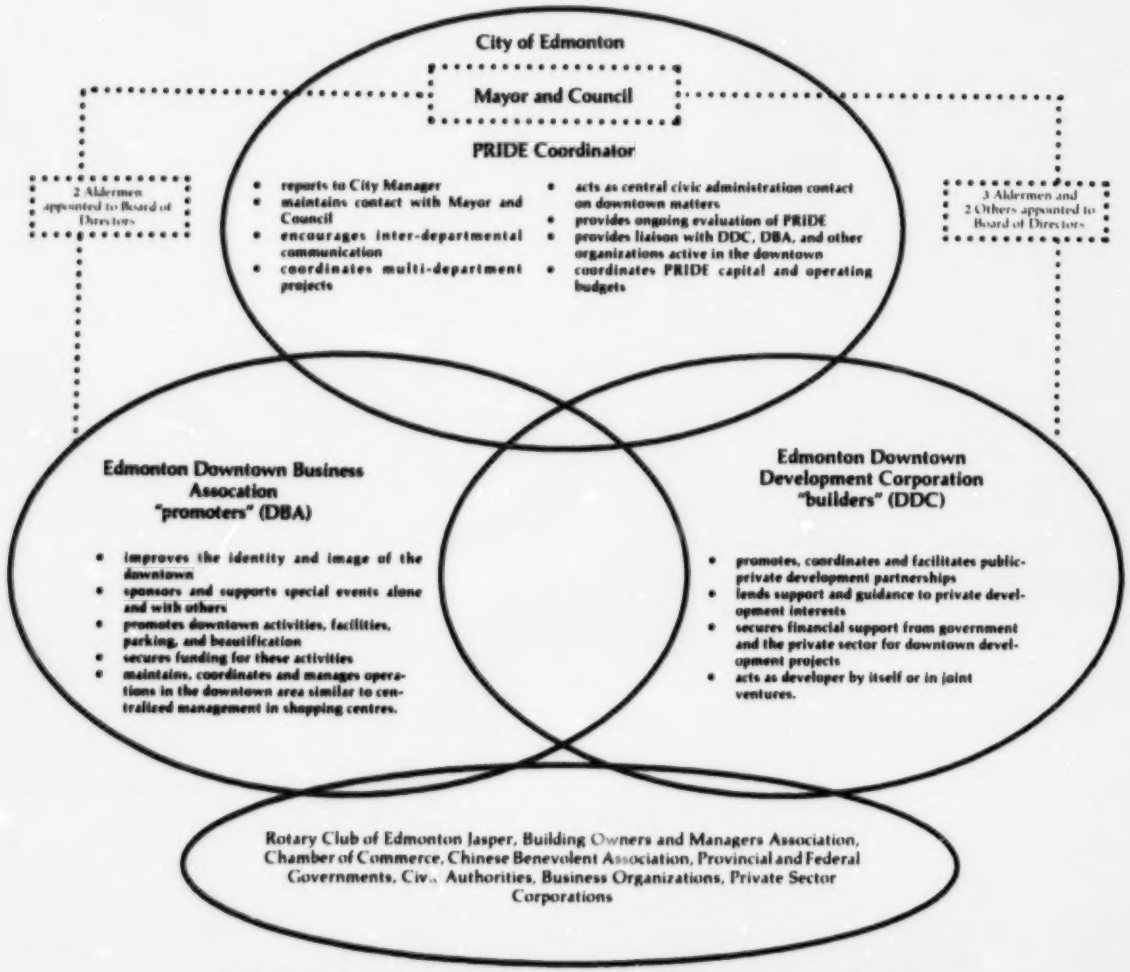
Downtown Business Association

The Downtown Business Association of Edmonton (DBA), as the name suggests, consists of some 1,200 downtown businesses. Created by City Bylaw and an offshoot of the former City Centre Association, the DBA's principal goal is the promotion of the downtown area.

In operation since March 1986, the DBA has already made major contributions to the downtown. Their publication of *News of Downtown*, support of The Works, a festival of arts in the downtown, and the hiring of summer students to help clean up litter from the streets, have all helped to promote and enliven the downtown.

The "PARK in the Heart" program, promotes parking downtown, ensures low evening parking rates, and provides cost reduction parking coupons from participating merchants at over 40 downtown lots.

With their "Christmas - A Downtown Tradition" campaign and special promotions in the planning stages for 1987, the DBA is fulfillng a critical role in the PRIDE partnership.


City of Edmonton
Mayor and Council
PRIDE Coordinator
reports to City Manager
maintains contact with Mayor and Council
encourages inter-departmental communication
coordinates multi-department projects
acts as central civic administration contact on downtown matters
provides ongoing evaluation of PRIDE
provides liaison with DDC, DBA, and other organizations active in the downtown
coordinates PRIDE capital and operating budgets
2 Aldermen appointed to Board of Directors
3 Aldermen and 2 Others appointed to Board of Directors
Edmonton Downtown Business Association "promoters" (DBA)
improves the identity and image of the downtown
sponsors and supports special events alone and with others
promotes downtown activities, facilities, parking, and beautification
secures funding for these activities
maintains, coordinates and manages operations in the downtown area similar to centralized management in shopping centres.
Edmonton Downtown Development Corporation "builders" (DDC)
promotes, coordinates and facilitates public-private development partnerships
lends support and guidance to private development interests
secures financial support from government and the private sector for downtown development projects
acts as developer by itself or in joint ventures.
Rotary Club of Edmonton Jasper, Building Owners and Managers Association, Chamber of Commerce, Chinese Benevolent Association, Provincial and Federal Governments, Civic Authorities, Business Organizations, Private Sector Corporations

For further information, contact Larry Benowski, PRIDE Coordinator at 428-8656.

Edmonton Downtown Development Corporation

The Edmonton Downtown Development Corporation (DDC) is composed of some 40 private sector members eligible to sit on the Board of Directors in addition to five City Council appointees, at least three of whom must be City Aldermen.

The purpose of the DDC is to undertake preliminary design and project feasibility work, assemble land, attract developers and promote joint ventures for landmark developments. The potential for this organization as a PRIDE partner, to transform the downtown, is enormous.

In operation since July 1986, the DDC is already organized into committees, considering the following landmark projects: the Festival Marketplace combined with the revitalization of the Old Town block northeast of the Convention Centre; a retail arcade on 102 Street linking the Bay, Manulife, Eaton's Centre and Edmonton Centre; a new concert hall; a museum and archives in the old Civic Block; and the promotion for more housing projects downtown. The DDC has already requested submissions for the 102 Street and Festival Marketplace projects.

The DDC represents an excellent example of the partnership concept. The private corporations and organizations have contributed a minimum of $5,000 per year for three years to the DDC, with the City contributing $200,000 per year for a three year period. With this commitment and effort, the DDC fills yet another critical role in the PRIDE partnership.

The Partnership

The sense of partnership that has developed within the program over the past year is perhaps PRIDE's greatest achievement to date. More important than the establishment of three management groups, is the cooperation developing among the civic departments and the private sector organizations thereby combining and maximizing resources and efforts to revitalize our downtown.

Organizations such as the Chamber of Commerce, the Rotary Club of Edmonton Jasper, the Edmonton Public School Board and the Building Owners and Managers Association have all made contributions to various downtown projects. Together with the Provincial and Federal Governments, these partners are making a joint effort towards a revitalized downtown.

Not to be taken for granted, the partnerships evolving through PRIDE must be encouraged and nurtured. Continued goodwill, a common purpose and mutal trust will help to ensure that PRIDE develops to its fullest potential with the end result being greater than the sum of the individual contributions.

2. Private Sector Activity

Private sector activity during 1986, suggests that concurrent with PRIDE activities, greater confidence is being displayed in the downtown. This combination of public and private sector activity provides real hope for an interesting and exciting future.

Business Indicators

Over 1986	
Business Assessment Up	9.2%
Number of Businesses Up	7.0%
Number of Businesses	2,012
Occupied Floor Space	1.19 million sq.m.

Downtown Development

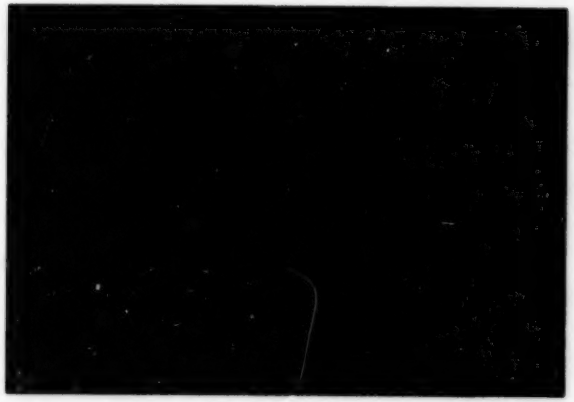
The following list represents the private sector development activity in the downtown that began or was announced in 1986. In some instances projects will carry on through 1987 and into 1988.

Renovations

- Macdonald Hotel
- Capital Square Building
- Announcement of a 44,000 square foot expansion of retail space in Edmonton Centre by renovating the fourth floor.
- Boardwalk and Revillon Buildings
- Sheraton Plaza Hotel
- Ramada Rennaisance Hotel
- Centennial Building

New Construction

- Chinese Market at 95 Street and Jasper - a 65,000 square foot multiple retail unit with a possible future housing component.

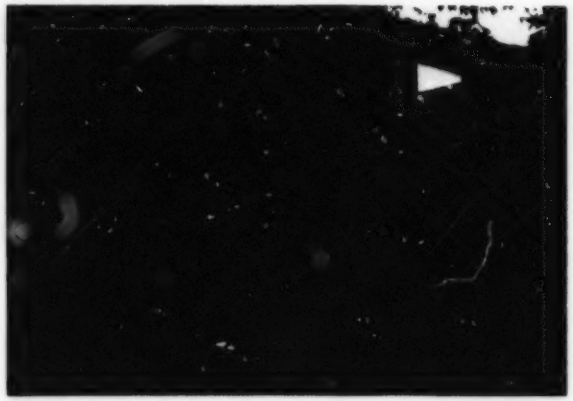


New construction.

- Eaton Centre - the first phase began in 1986 with the construction of a new Eaton's store - more to follow.
- Manulife II - construction of a two floor retail component began in 1986 with a future office tower planned.
- Canada Place - construction of this federal government office building began in 1986.
- Park Plaza Apartment Building - completed in 1986.

Heritage Trail Gallery Program

The Rotary Club of Edmonton Jasper became a partner in PRIDE in 1986, agreeing to raise $1.5 million for the construction of Heritage Trail galleries over the next five-ten years. This project provides an excellent example of how PRIDE works to the benefit of all. This cooperative partnership of the Rotary Club of Edmonton Jasper, the civic administration, Alberta Culture and others, is working towards the completion of a unique development.



The McKay Avenue School Grounds was the first gallery constructed on the Heritage Trail.

3. Economic Benefits

The goal of PRIDE as stated before is a revitalized and rejuvenated downtown. The effects of achieving this goal create many benefits for the city at large. Not only do we get the opportunity to experience a vibrant, active downtown community, but in the process new developments are stimulated, jobs are created and the entire economy benefits. The following table compares civic expenditures in PRIDE with private sector expenditures in 1986, as well as the employment generated.

Table 1

	Expenditures	Employment Generated[2]
PRIDE (1986)	$ 3,682,000	135 man years
PRIVATE SECTOR (1986)	$304,500,000[1]	11,236 man years
PRIDE (1983-86)	$ 8,062,500	297 man years

1 This is a conservative estimate of private sector investment in the downtown in 1986. It does not include investment from smaller projects, or projects announced for 1987, and only includes a portion of phase one of Eaton Centre.

2 Employment generation is based on a formular utilized by Stanley & Associates for road building.

In all, some 65 consultants, contractors and subcontractors have received contracts from the City for city-initiated PRIDE projects from the program's inception to the end of 1986. The majority of these firms are local. A list of participating firms appears at the end of this report.

Introduction

PRIDE is a comprehensive program composed of nine components. Each component, with its distinct goals and strategies, was chosen and is designed to complement and build on the other. For example, physical improvements have been designed to accommodate special events; special events, in turn, attract more people downtown to shop and view the improvements; more shoppers encourage retail development, etc.

This section will highlight the recent progress and future direction of PRIDE's nine components.

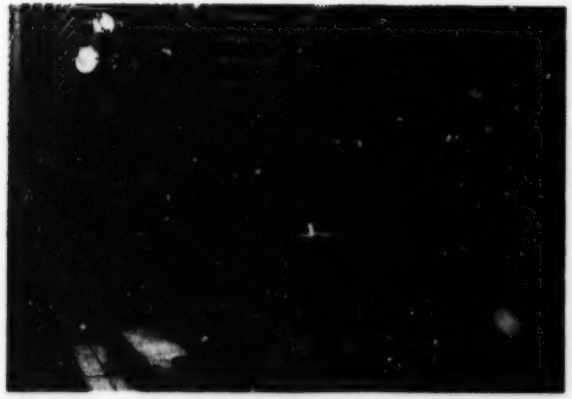
1. Physical Improvements

The City has shown leadership and commitment to a strong downtown by supporting and financing various physical improvments that increase the appeal and function of downtown public space.

Jasper Avenue

Jasper Avenue is Edmonton's main street. It is of a different scale from other downtown streets and its stature requires unique treatment.

The debate on Jasper Avenue improvements was started by the Edmonton Journal in 1982. Since then, the project has been developed by the Chamber of Commerce, the Mayor's Task Force on the Heart of the City, the City Centre Association (now the Downtown Business Association) and the civic administration.



Jasper Avenue Improvements between 102 and 103 Streets.

Jasper Avenue has undergone improvements between 100A Street and 103 Street. Red paving stone sidewalks, coordinated street furniture, signage, new lighting, transit and poster kiosks, tree plantings and new street medians have provided color and vitality to the area.

In 1986, Jasper Avenue improvements were completed between 102 Street and 103 Street. In addition, new light poles, kiosks and bus shelters were installed between 100A Street and 102 Street.

1986 Estimated Expenditure - $2.48 million.

In 1987, Jasper Avenue improvements will extend from 100A Street to 97 Street to coordinate with the completion of Canada Place and the CN Hotel renovations.

Funds of $4.5 million are contained within the approved 1987 Budget.

Rice Howard Way

Once a drab, noisy downtown intersection with vacant storefronts, Rice Howard Way has become a colorful, festive, cosmopolitan attraction, with its red brick sidewalks, trees, benches and sidewalk cafes. Rice Howard Way is a pedestrian priority zone that runs east on 101A Avenue from 101 Street to 99 Street and north on 100A Street from Jasper Avenue to 102 Avenue. Work began in 1984 and 1986 saw the completion of Phase III of the project.

In 1986, construction on Rice Howard Way was completed between 99 Street and 100 Street, and designs were completed for the final phase from 99 Street to Canada Place.

1986 Estimated Expenditure - $680,000.

Rice Howard Way, looking west from 100 Street.
Before

In 1987, the final portion of Rice Howard Way from 99 Street to Canada Place will be completed at a cost of $600,000 and will be coordinated by the Transportation Department.

After

Heritage Trail

Built in 1985 at an estimated cost of $1.35 million, Heritage Trail is a tree-lined promenade tracing the path that once joined Fort Edmonton with the village of Edmonton which was centered at 96 Street and Jasper Avenue. Paving stones, comfortable "antique" benches and period lighting are all in place providing Edmontonians and tourists with an opportunity to walk, jog or bicycle past historic buildings, modern office towers and spectacular views of the river valley below.

To complement the promenade, nine interpretive galleries will be built along the length of the trail, each focusing on one or two themes of special significance to the growth of the city. Upon completion, the Trail will be transformed into an outdoor museum, unique in North America.

Heritage Trail - A tree lined promenade through the downtown.

In 1986, tall light poles were installed, an entrance gate on 105 Street was erected and signs were placed along the Trail. In addition, 1986 saw the opening of the McKay Avenue School Grounds, one of the nine interpretive galleries.

1986 Estimated Expenditure - $222,000.

In 1987, design work will focus on linking the Convention Centre to the McDougall Hill portion of the Trail. Canadian National is expected to construct the Trail across their property to the south of the Macdonald Hotel, along the top of the bank.

Fund raising activities to build the nine Heritage Trail Interpretive Galleries have begun and are being coordinated by the Rotary Club of Edmonton Jasper. To date, partners contributing to the funding of the Gallery Program include the City of Edmonton, the Government of Canada, Alberta Culture, the Edmonton Public School Board, the Alberta Historical Resources Foundation, and the Rotary Club of Edmonton Jasper.

Chinatown

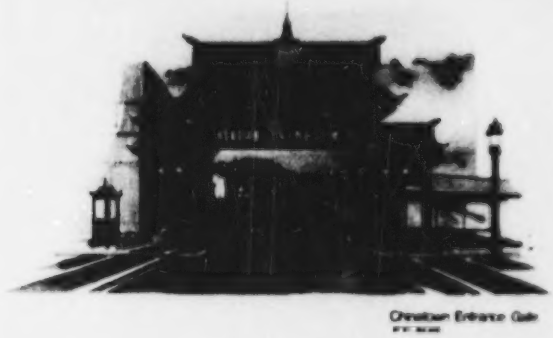
Since 1981, City Council has supported a proposal for a Chinatown, to create a unique and colorful character area to highlight the cultural, recreational, educational and religous aspects of Chinese culture.

In 1986 decorative bilingual street signs were erected in the area, and a portion of 102 Avenue between 95 and 97 Street was renamed Harbin Road. The City, with the assistance of the Chinese Benevolent Assocation published a bilingual brochure entitled "Edmonton's New Chinatown" to attract investors from abroad.

1986 Estimated Expenditure - $16,000.

Efforts are now underway to design and construct a Chinese Entrance Gate of Friendship. It is anticipated that the Transportation Department will expend $350,000 on this project in 1987. Spanning twenty-two metres across 102 Avenue east of 97 Street, the Gate will feature traditional Chinese motifs, decorative tiles, columns and lighting. Commitments for funding the gate already include $20,000 from the City, $25,000 from the Chinese Benevolent Association, $25,000 from Alberta Tourism, $50,000 from the Alberta Cultural Foundation and $98,000 from the City of Harbin.

In future years, plans for Chinatown include streetscape improvements to coincide with private sector redevelopment, a classical Chinese garden and a Chinese ceremonial square.



Formal Chinese Gate, a gift from the City of Harbin, China, will mark the entrance to Chinatown.

Additional Physical Improvements

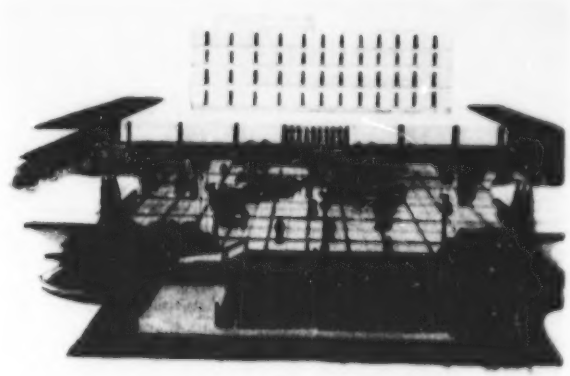
Additional physical improvements within the PRIDE area in 1986 included the Library Plaza. Located south of the Centennial Library and adjacent to Rice Howard Way, the improvements coordinated by the Parks and Recreation Department include new planters, furniture and canopies, providing a more comfortable and attractive space for people, art displays and special events.

Estimated expenditures in 1986 amount to $192,000 which includes a $75,000 grant from Molson Companies Ltd. Also, the Edmonton East Indian community commissioned the casting of a bronze bust of the Mahatma Gandhi, which was erected in the Plaza last summer. A carry over of $83,000 will be expended on the plaza in 1987, and will include new plantings.

Other Parks and Recreation physical projects planned for the PRIDE area in 1987, include accommodating a move of the City Archives to a new location and minor improvements to Sir Winston Churchill Square.

Real Estate and Supply Services is planning on the following physical projects for the PRIDE area in 1987:

i) a canopy and improvements for Library Parkade garage entrances: and
ii) the construction of pedway connections from Canada Place to the Convention Centre, from Canada Place to the Citadel, and from the Citadel to the Churchill LRT Station.



The Centennial Plaza - redesigned to become a place to host displays for the visual and performing arts.

In addition to the extensions to Rice Howard Way and Jasper Avenue, and the work in Chinatown, the Transportation Department is also planning roadway improvements at the following locations within the PRIDE area for 1987:

i) 104 Avenue between 100 Street and 127 Street;
ii) 99 Avenue between 109 and 110 Street;
iii) 100 Avenue betwen 109 and 110 Street;
iv) around Canada Place; and
v) parking signage.

SUMMARY OF MAJOR PRIDE CAPITAL PROJECTS

Physical Improvement Projects	1986 Estimated Expenditures (By Department)	Total Estimated Projects Expenditures As of Dec. 31, 1986	Approved 1987 Budget (By Department)	1987 Project Notes
Jasper Avenue	Planning and Building $218,000 Transportation $2,270,000	$288,000	NIL	Phase III, from 97 Street to 100A Street, will be constructed in 1987. Except for Phase I, Adjacent property owners will contribute an amount equal to a new concrete sidewalk curb and gutter. This will amount to approximately 5% of the total cost per block. An estimated $9,000,000 is required to complete the project from 103 Street to 109 Street.
Rice Howard Way	Planning and Building $080,000	$2,434,500	Transportation $600,000	Final phase, from 99 Street to Canada Place, will be constructed in 1987. Private sector contributions total $38,000 (Scotia Place $28,000; Allarco Group Ltd. $10,000).
Heritage Trail	Planning and Building	$1,353,000	NIL	The final phase, to link the Trail to the Convention Centre, will be designed in 1987. Public sector funding of the Interpretative Gallery Program currently amounts to $283,530. The Rotary Club of Edmonton Jasper will be raising the remaining estimated $1.5 million.
Chinese Gate	Planning and Building $10,000	$20,000	Transportation $350,000	The Chinese Gate will be designed and constructed in 1987.
Centennial Library Plaza	Parks and Recreation $192,000	$192,000	Parks and Recreation $83,000 (carry over from 1986)	The project's landscaping will be completed in 1987. Molson Breweries of Canada Limited contributed $75,000 of the total $275,000 project cost.
City Museum and Archives	—	—	Parks and Recreation $1,399,000	To accommodate a move of the City Archives.
Library Parkade	—	—	Real Estate and Supply Services $350,000	Improvements to the Library Parkade entrances will be made.
Pedway Construction	Real Estate and Supply Services $2,000	$49,000	Real Estate and Supply Services $951,000	Pedways will be constructed from Canada Place to the Convention Centre, from Canada Place to the Citadel Theatre and from the Citadel Theatre to Churchill LRT Station.
104 Avenue Roadway Construction	Transportation $50,000	$70,000	Transportation $2,993,000	To design and construct improvements to 104 Avenue between 100 and 127 Streets in 1987. A Provincial grant of $2,206,000 will cover most of the total $3,063,000 project cost.
Parking Signage	—	—	Transportation $100,000	To construct and install information signage to direct vehicles to available parking downtown.

Prepared by: Planning and Building Department
Date: January 1987
Source: Transporation, Parks and Recreation, Real Estate and Supply Services Departments and Corporate Budget Office.

ERRATA

Jasper Avenue	Total Estimated Project Expenditures as of Dec. 31, 1986
Add:	Transportation $2,000,000
Jasper Avenue	Approved 1987 Budget (by Department)
Add:	Transportation $4,500,000
Heritage Trail	1986 Estimated Expenditures (By Department)
Add:	$222,000

PRIDE: PHYSICAL IMPROVEMENTS - CIVIC DEPARTMENT PARTICIPATION

Department	Projects	Involvement
Edmonton Power	• Jasper Avenue Improvements • Rice Howard Way • Heritage Trail	- coordinated the electrical engineering and construction for all three projects
'edmonton telephones'	• Jasper Avenue Improvements • Rice Howard Way	- organized the design and manufacturing of new public telephones for both projects
Finance Department	• All Pride Projects	- provided overall coordination of the Capital Budget
Parks and Recreation Department	• Jasper Avenue Improvements • Rice Howard Way • Heritage Trail • Library Plaza	- reviewed landscaping designs, and coordinated planting and maintenance - reviewed the landscaping designs and supervised the planting for both Rice Howard Way and the Heritage Trail - coordinated the design and construction of the improvements to the Library Plaza (1986)
Transportation	• Jasper Avenue • Rice Howard Way • Heritage Trail • Chinatown	- provided coordination of engineering plans, construction supervision, and maintenance for Jasper Avenue and Rice Howard Way - coordinated the production and installation of the bilingual street signs and management of the capital budget
Planning and Building Department	• Jasper Avenue • Rice Howard Way • Heritage Trail • Chinatown	- reviewed and coordinated the design - reviewed and coordinated the design and managed the capital budget for both Rice Howard Way and the Heritage Trail - preparation of the design
Real Estate & Supply Services Department	• Jasper Avenue • Rice Howard Way • Heritage Trail	- coordinated the contract tendering for all three projects

2. Special Events

Special events help to breathe life into the downtown, making it an enjoyable place to be. Special events also maximize the return on physical improvements made in the downtown and complement all other revitalization components.

1986 was an active year for the holding of special events in the downtown. Activities included:

i) Edmonton's Snowflake Fantasy
ii) Edmonton's International Children's Festival
iii) Noon Hour Street Performances
iv) Christmas A Downtown Tradition
v) Jazz City Festival
vi) The Works - A Visual Arts Celebration
vii) Western Carnival
viii) Klondike Days
ix) Summerfest
x) The McKay Avenue School Historic Park Opening

The Downtown Business Association (DBA) is primarily responsible for the promotion of the downtown as a place to visit, shop and be entertained. Their role is complemented by the Parks and Recreation Department who act as the main civic resource department in the coordination and planning of special events in the downtown.

The Puppet Parade on Jasper Avenue.

Klondike Days in the Rice Howard Way.

For 1987, the administration will enhance the role of the Parks and Recreation Department, establishing it as the civic department responsible for the coordination of downtown events based on a report prepared by the Planning and Building Department and adopted by Council. With the addition of a full time Downtown Events Coordinator, the department will be able to streamline the coordination of all required municipal services; arrange and/or produce events to complement DBA promotions or privately initiated events; fill gaps in programming to ensure year round events; and utilize their existing ties throughout the city to solicit new events to be held downtown.

Some anticipated major events for 1987 sponsored by various public and private organizations include:

i) Edmonton's Snowflake Fantasy
   - Polar Promenade
   - Ice Sculpture Competition in Churchill Square
ii) Edmonton's International Children's Festival
iii) "What's Up Downtown?" - Noon Hour Performances
iv) Western Carnival
v) Jazz City Festival
vi) The Works - A Visual Arts Celebration
vii) Summerfest
viii) Klondike Days
ix) Christmas - A Downtown Tradition

3. Communication Plan

In 1986, the Planning and Building Department prepared a comprehensive communications plan which set up long term goals to build public and private sector support and participation in the PRIDE program.

Emanating from that communications plan in 1986, the Planning and Building Department has produced:

i) A visual display stystem of 12 information boards explaining the concept of PRIDE
ii) information packages
iii) a speech to be delivered by the PRIDE Coordinator to various interest groups
iv) two issues of PRIDE Progress - a "partners" newsletter produced in conjunction with the DBA and DDC
v) opening ceremonies for the Heritage Trail and the McKay Avenue Historic Park
vi) a photographic inventory of the revitalization process
vii) this annual report

Corporate Communications has provided assistance through review and advice on elements of the communications plan.

For 1987, in an effort to broaden the corporate perspective, Corporate Communications will take on the project management role for the PRIDE annual report and the "partners" newsletter. Planning and Building will continue to provide input as one of the PRIDE departments participating and will update information on PRIDE projects and activities as required.

4. Parking

During the past three years the issue of parking in the downtown has received significant attention. Notably, the DBA has created the PARK in the Heart program to provide low-cost parking for downtown patrons. PARK in the Heart provides reduced rates for evening and weekend parking at over 40 parkades and lots and involves over 100 businesses in distributing Courtesy Parking Coupons to their customers.

The City has established a Downtown Parking Advisory Board (DPAB) to examine how the 28,200 downtown parking spaces can be better managed. In 1986, the DPAB prepared a downtown parking signage system to help motorists locate parking stalls. The DPAB also recommended changes to surface parking lot development guidelines which would reduce costs for parking lot developers.

A new look to Parking on the Rice Howard Way.

For 1987, the DPAB, funded by the City, will continue to support the PARK in the Heart program by providing a $20,000 operating grant to the DBA, evaluating phase I of the parking signage system, making recommendations for future phases of the program, and continuing to deal with emerging parking related issues.

The DBA will continue its operation of the PARK in the Heart program and work towards expanding merchant and parking lot owner participation. They will also continue to promote the program to reach a "larger than downtown" audience.

In 1987 the Transportation Department will commence with phase I of the parking signage system which includes parking lot location signs and a map of parking locations, at an estimated cost of $100,000.

5. Housing

Downtown Edmonton has a good residential base with over five thousand inhabitants. Nonetheless, it is an objective of PRIDE to improve upon the amount of housing in the core area, to build upon the existing residential base. An enlarged residential base provides a strong neighbourhood market to attract retailers and to raise activity levels beyond traditional office hours. Yet, at the same time it must be recognized that to encourage more housing, the downtown must be made more attractive for residents by improving amenities.

In 1986, the DDC formed a Housing Committee to initiate a demonstration housing project in the next three years. The committee is currently examining the development and market potential of a number of downtown sites.

Also in 1986, Council approved the Rossdale and Cloverdale Area Redevelopment Plans. These plans provide for the potential development of significant amounts of housing adjacent to the downtown.

For 1987, the Planning and Building Department will address the housing issue, including a review of housing incentives and funding strategies to attract the development of more housing in the downtown area. They will also work with the DDC in the initiation of the demonstration housing project.

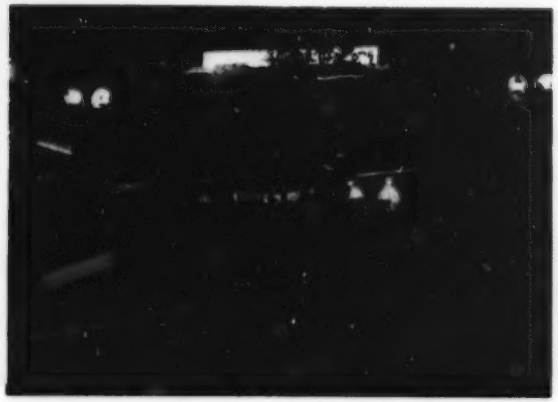
Park Plaza Apartments - The most recent addition to downtown housing.

The DDC plans to begin discussions with land owners and developers to interest them in a housing demonstration project. They will also investigate sources for provincial and federal government funding.

6. Retail

A healthy retail sector is necessary for the overall image and economic viability of the downtown. Since 1981 the combination of a declining general economy and competition from new suburban malls has created new challenges for the downtown retail sector.

The downtown is responding. In 1985, Edmonton Centre received a major face lift and in the process redefined its market. New businesses have sprung to life along Rice Howard Way and within Manulife Place. The Boardwalk Market opened in November 1986 with many fine new shops.



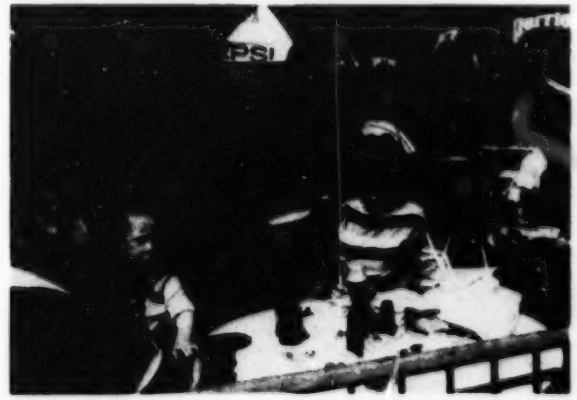
The Boardwalk Market - New retail in the historic warehouse district.

Many new initiatives are planned for 1987. (See private sector activity). Notably, Edmonton Centre plans to add up to 20 new stores on a fourth floor and Manulife II includes two floors of retail space. Also Eaton Centre - phase I is already under construction and will add new retail space to the downtown.

In 1987, the Planning and Building Department will be working with the DBA, Chamber of Commerce and Edmonton Economic Development Authority to address the issue of a downtown retail strategy. This strategy will identify the existing state of the retail sector including recent trends, and will develop recommendations to further strengthen the downtown's position in the retail market.

7. Streamlining Procedures

Over the past three years, the downtown has taken on a new look with the appearance of sidewalk cafes, canopies, hanging baskets, street vendors and banners. Many of these changes are a result of the streamlining of various civic and provincial procedures, which, because of their undue complexity, inhibited revitalization efforts. These "little things" help to achieve a more hospitable and inviting environment for all.



Sidewalk cafes and canopies add life and colour to the downtown.

In 1986, the Planning and Building Department eliminated pedway rents to encourage the further development of this popular pedestrian network; they initiated the elimination of encroachment fees for canopies to stimulate the installation of more canopies to add colour and weather protection to the downtown streets; and they coordinated the maintenance of the PRIDE project areas with other civic departments to ensure the proper care of these areas.

This past year the DBA ran its "Spring Sweep" event and "Street Managers" program, both in an effort to improve the cleanliness of our downtown.

For 1987 the DBA will continue with its streets and sidewalks beautification program and continue to promote the downtown as a unique and inviting destination to work, visit and shop.

The civic administration will continue to meet with the private sector in an effort to identify additional areas where streamlining may help some aspect of revitalization.

8. Enhancement of the Social Environment

The social environment of the downtown is the most diverse of the City. It contains a wide range of housing from luxury condominiums to boarding houses in disrepair. It has a varied ethnic make-up, and accommodates and serves a wide range of special needs groups including seniors, natives, the homeless, the distressed, and immigrants.

PRIDE must consider a full range of social issues including the needs of its diverse population and their security. The tools to address these concerns include sensitive land use planning, social housing, and health and employment services.

In 1987, efforts will be made, within the civic administration, towards establishing a comprehensive strategy for this challenging PRIDE component.

9. Enhancement of the Cultural Environment

Edmonton is a city rich in cultural organizations and facilities. Many of these organizations and facilities are found in the downtown. PRIDE's objective here will be to continue to promote the downtown as the cultural centre of the city by encouraging new cultural facilities to locate there and by actively soliciting cultural, and ethnic organizations to hold events in the downtown.

To further define the cultural environment three categories have been identified: I) the arts including performing arts, film, literary arts, visual arts, and library services; II) historical resources including museums, historic sites, and archives; and III) cultural heritage or multiculturalism.

The pursuit of the PRIDE objective in each of these three areas will be largely achieved through other PRIDE components. In the area of the arts, for example, 1986 saw the downtown as the venue for The Works - A Visual Arts Celebration, which will be held again in 1987. In 1987, renovation of the Library Plaza as a venue for artists to display their wares, will be completed. On the horizon, the DDC has created a committee to assist in the development of a new concert hall to be located in the downtown.

With regard to heritage resources, several historic buildings are currently undergoing major renovations. The Boardwalk and Revillon buildings house Edmonton's first festival market and the Macdonald Hotel is being refurbished to its former status as a "carriage trade" hotel. Both of these private sector projects are proceeding in part with the City's assistance. The City also in 1986, opened the Heritage Trail Promenade.

Looking to the future, the DDC is pursuing the redevelopment of the City Market including the refurbishment of the Jasper East Block, the original site of the village of Edmonton. The DDC and the City are looking at the renovation of the Civic Block to house the city museum and archives.

Finally, Edmonton can take pride in its rich ethnic diversity. The communities of Boyle Street, McCauley and Norwood on the edge of the downtown have been the traditional receiving areas for new immigrants to the city. The challenge for PRIDE will be to draw on this rich cultural heritage and encourage the various ethnic organizations to hold events in the downtown. This role will fall to the Parks and Recreation Department in 1987, as part of their redefined responsibility for special events.

PRIDE CHALLENGES

Much has been achieved in 1986, with the promise of much more to come. The ground work has been laid. The players are up and running. The direction has been set and the program is in motion. Challenges wait to be met and surpassed. But, how will the promise of PRIDE be achieved?

One key lies with the comprehensive nine components. To date, each of these components has received differing degrees of attention and development. Yet PRIDE is unique among revitalization programs because of its comprehensiveness. To achieve maximum effectiveness, all PRIDE components must be fully developed.

In part, the elevation of PRIDE to the corporate level within the civic administration in 1986, was a step in the right direction. The challenge for 1987, and beyond is to encourage more departments to buy into the program; to accept greater responsibility; and to take greater initiative for PRIDE activities. This will help to ensure full development and implementation of all nine components. Similarly, a constant effort to attract new private sector partners, as opportunities arise, will help PRIDE to attain its desired ends.

Taking advantage of emerging opportunities represents yet another challenge for PRIDE in the coming years. Whether it be in attracting new partners or shifting direction in the activities of a component to complement emerging development trends in the private sector, PRIDE cannot be allowed to become dogmatic or cast in stone. PRIDE is and must continue to be a dynamic program if it is to maximize its effectiveness in the downtown.

Meeting these challenges will be no simple task, yet they remain. If, through the combined efforts of all the partners, these challenges can be met, the vision of the program will be kept forward looking. The promise of the program is the evolution of an exciting and vibrant downtown in which the entire City can be proud—through PRIDE.

Consultants

The Orlesky/Carlyle Partnership
Lamb McManus Associates Ltd.
Cunningham du Toit
Lambur Scott Architects Ltd.
Mcdonald Lighting Design Ltd.
West Coast Engineering
Heine, Johnson, Sustronk, Weinstein & Associates
Fenco Lavalin
Snihur Consulting Ltd.
TWS Engineering
Techna West Engineering Ltd.
B.W. Brooker Engineering Associates Ltd.
Eric P. Jokinen & Associates
AME Engineers Ltd.
Cheriton Engineering Ltd.
Reid Crowther Engineering
Jarvis Engineering Ltd.

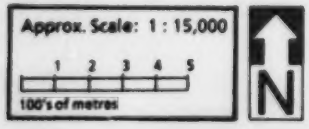
Contractors

Crown Paving
Carmacks Construction
Eskimo Steel
Pentagon Building
Antioch Construction Corp.
McGregor Construction Ltd.
Pole Systems Ltd.
West Coast Steel
Dominion Bridge
Franks Sandblasting Ltd.
Wanzl Industries Inc.
Trojan Industrial Distributors Ltd.
Ironco Iron Works Ltd.
Upland Electrical Sales Ltd.
MacDonald - Horsey Agencies Ltd.
Woodcraft Design
The Professional Gardener (Golden West Seeds) Ltd.
Sudden Fun Recreation Equipment Ltd.
Metro Ad Advertising Ltd.
Behrends Bronze Ltd.
Moldcast Lighting Inc.
Spectro West Graphics Ltd.
Western Drinking Fountains

Sub Contractors

Old World Paving Systems
Territorial Electric Services
Fayban
Raider Construction
Com-Con Paving
Kajola Electric
H.O. Concrete
Blanchett Neon
John's Sandblasting
G.C. Custom Metal Fabrication
Western Steel Fabricators
Qualiglass Industries
Dana's Sign Service and Installation
Sky-Tech Design
B & E Painting
Contact Hardware Specialists
O'Hanlon Paving
Automated Concrete
Kruger Concrete
Newland Construction
Expocrete Concrete Products
Titan Foundaries Ltd.
Lumec Inc.
Toronto Fabricating Co.
Robinson Iron

PRIDE AREA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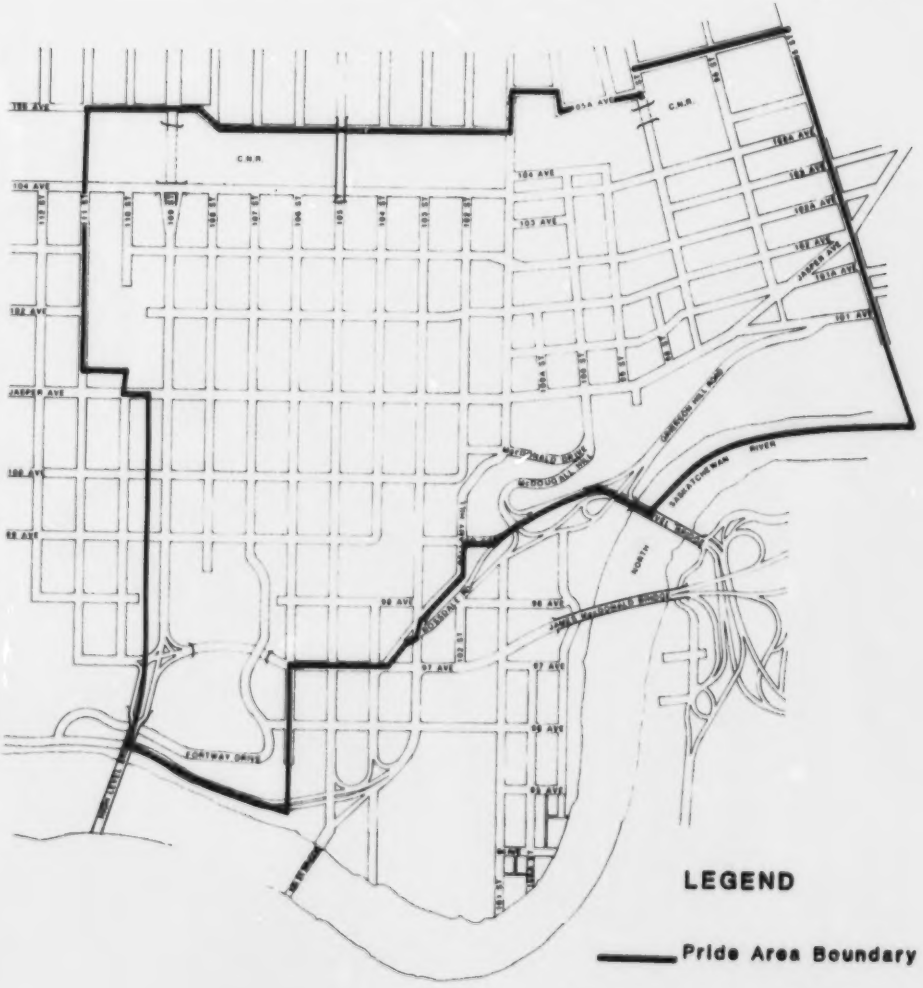
LEGEND
Pride Area Boundary